

FEB 9 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Personnel Administration

REFERENCE: CIA Regulations [REDACTED]

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### 1. PROBLEM

The function of personnel administration as it relates to the CIA Career Council.

### 2. FACTS

- a. Agency policy regarding the career program as stipulated in former Regulation [REDACTED] (rescinded 25 June 1954) is continued in present Regulation [REDACTED]
- b. Former Regulation [REDACTED] assigned to the CIA Career Service Board responsibility for supervising the Career Service Program, developing policies governing the program and supervising and reviewing the functioning of Agency Career Boards. Section 4c (entitled "SUPPORT") of this former Regulation assigned to the Assistant Director for Personnel responsibility for "effecting and furthering the approved Career Service Program in all aspects of Agency personnel administration." (underscoring supplied)
- c. Present Regulation [REDACTED] in Section 4b(2) assigns to the CIA Career Council, successor to the CIA Career Service Board, responsibility for serving as an advisory group to the Director of Central Intelligence. Under this Regulation, the Assistant Director for Personnel, Chairman of the CIA Career Council, "will seek the opinions of the Council on the feasibility and advisability of major or significant changes in, or additions to, Agency personnel policy."

The CIA Career Council is relieved of its previously existing responsibility, and there is no explicit reassignment.

### 3. DISCUSSION

- a. In the transition from the former to the present Regulation [REDACTED] three significant changes have occurred: (1) the responsibility of the AD/P for Agency personnel management has

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| DOC 10    | REV DATE 17 AUG 1981 | BY 029725     |
| ORIG COMP | GPI 32               | TYPE 01       |
| JUST 22   | REV 2017             | AUTH: HR 10-2 |

been recognized by making him Chairman of the CIA Career Council, (2) the CIA Career Council is now concerned with Agency-wide personnel policy (an improvement) whereas formerly its responsibility covered only the Career Service Program, and (3) at the same time, the CIA Career Council has been relegated to the position of a purely advisory body (a retrogression).

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- b. The Agency policy of furthering the growth of the career program has not been changed. However, responsibility for shepherding this growth, which was formerly in the CIA Career Service Board, has not been continued in the CIA Career Council. The AD/P now alone has the responsibility for supervising the Career program [REDACTED]. Thus we have authoritative policy decision as well as resultant operating action vested in one individual - the AD/Personnel. Concomitantly, there is no authoritative Agency-wide representation in review of either policy or personnel administration. This is a serious management mistake.

- (1) The relief of the CIA Career Council from responsibility for the Career Service Program carries with it an inferred devaluation of the Program per se.
- (2) The original Regulation said in effect that authority in respect to career aspects of personnel administration rests with a senior Agency board. It said in effect that career in the Agency is important enough to warrant high and consultative decision.

If this is sound then it may well be asked - aren't there other facets of personnel administration, not narrowly career as such, but important enough in themselves on occasion or in particular or in the aggregate, to deserve similar treatment?

- (3) The new Regulation, in giving the CIA Career Council "responsibility for serving as an advisory group to the Director of Central Intelligence" is publishing some nice words and an abdication, because the DCI can't possibly guide, nor actually decide either, except in the instance of a complete administrative break-down.
- c. Personnel policy, whether in the field of career service or otherwise, is so important to any organized unit employing people that policy formulation, together with supervision of its carrying-out, is best served by a deliberative body which is unencumbered by the exigencies of day-to-day administration. However, the present Regulation [REDACTED] places the AD/P in a "two-hatted" position: he directs the formulation of personnel policy insofar
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as the opinions of the CIA Career Council are registered and accepted by him and he implements that policy through the Personnel Office. It is emphasized that, under the present Regulation, there is no requirement that the AD/P, as Chairman, abide by the opinions of the Council in regard to personnel policy. Further, the AD/P, as CIA Career Council Chairman, may recommend to the Director of Central Intelligence personnel policies which are based upon his immediate problems as head of the Personnel Office rather than upon long-term plans for the career program.

- (1) Intellectually the difference between determination of policy, and administration thereunder, is the difference between night and day.
- (2) In dealing with a project expenditure in any amount over \$25,000, who meets, consults and decides to proceed or not? Together with the DCI, the top officers of the Agency - in the body established as the Project Review Committee. What corresponding mechanisms do we provide for the more important decisions dealing with our #1 asset, our people - their treatment, their oft-times rare contributions and their motivations?

d. An analogy may be drawn in the responsibilities of the U. S. Civil Service Commission vis a vis those of the Personnel Director of an Executive Department. The Commission formulates government-wide Civil Service policies and even procedures; commonly the Personnel Director of an agency applies such policies and procedures in daily personnel management of his department.

- (1) Of course the Commission doesn't determine in a vacuum and of course the Personnel Director can and should recommend.

#### 4. CONCLUSIONS

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a. It could not have been the intent of revised Regulation [redacted] and of [redacted] to deprive the Agency of the benefit of the thinking and decisions of a senior, representative and deliberative point of view to consider the growth, progress and control of the CIA career program.

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b. It could not have been the intent of revised Regulation [redacted] and of [redacted] to deprive the Agency of personnel policy determinations and decisions from such a senior group as represented in the previous Board or the present Council.

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c. The existing Regulation [redacted] when it says that the CIA Career Council shall serve as an "advisory group to the Director of Central Intelligence" really means in practice that they advise (only) the Assistant Director for Personnel.

- d. There exists a policy vacuum offensive to proper organization tenet in this field.
- e. Personnel policy formulation must be distinguished from day-to-day personnel administration.
- f. Personnel policy formulation can best be performed by a deliberative body which is unencumbered by Agency-wide personnel management responsibilities.
- g. Personnel policy is not confined solely to career aspects.

5. **RECOMMENDATIONS:** It is recommended:

- a. That the Agency reconstitute the CIA Career Council in broadened scope to put within its jurisdiction all aspects of personnel policy and review of personnel administration.
- b. That the responsibilities of the new Council be authoritative except insofar as it deems it proper to secure DCI decision and/or ruling.
- c. That the name of this Career Council be changed to connote its enlarged responsibilities, - as follows:

The CIA Personnel Council.

- d. That the several subsidiary Career Boards and panels be subject to continuing supervision from the Agency Council.
- e. That the membership of the CIA Personnel Council be as follows:

|                                |          |
|--------------------------------|----------|
| Deputy Director (Support)      | Chairman |
| Deputy Director (Intelligence) | Member   |
| Deputy Director (Plans)        | Member   |
| Director of Personnel          | Member   |
| Director of Training           | Member   |
| Director of Security           | Member   |
| Director of Communications     | Member   |
| Inspector General              | Member   |

- (1) Alternates to the Members (above) will be appointed by the Chairman of the Council on nomination of the appropriate Member.
- f. That the several functional Agency-wide Boards concerned with people, i.e., the CIA Selection Board, the Employment Review

Board, the Honor Awards Board, the Super-grade Board, the Agency Reassignment Board, Incentive Awards Committee, etc., be under the policy supervision of the Personnel Council.

- g. That the Personnel Council hold at least regular monthly meetings.
- h. That the existing pertinent Regulations be changed to conform.

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Chief, Management Staff

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EYES ONLY

It is recommended

1. That the name of the CIA Career Council be changed to the CIA Personnel Council, in keeping with its responsibilities for "basic personnel policy".

2. That the CIA Personnel Council be composed of seven permanent members, two appointed members and alternates, as follows:

a. Permanent members

Deputy Director (Intelligence)

Deputy Director (Plans)

Deputy Director (Support)

Assistant Director for Personnel

Director of Training

Assistant Director for Communications

Inspector General

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b. Appointed members

One member to be appointed by the DCI for a term of ~~nine~~ <sup>SIX</sup> months on the recommendation of the Council from among the Assistant Directors under the jurisdiction of the Deputy Director (Intelligence).

One member to be appointed by the DCI for a term of ~~nine~~ <sup>SIX</sup> months on the recommendation of the Council from among the Chiefs of the Senior Staffs and Area Divisions under the jurisdiction of the Deputy Director (Plans).

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| DOC        | REV DATE | BY            |
| ORIG COMP  | OPI      | TYPE          |
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**EYES ONLY**

c. Alternates

Alternates for each of the nine members to be appointed  
by the DCI on the recommendation of the Council.

3. That the Chairmen be appointed by the DCI on the recommendation  
of the Council.

4. That the Council hold regular monthly meetings.

5. That the Council make decisions with regard to personnel policy  
except on those matters on which the DCI has requested its advice or on those  
matters which the Council decides to refer to the DCI for decision.

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